# CHILD WELFARE DIGITAL SERVICES (CWDS) UPDATE

**June 2017**

## VISION STATEMENT

*"We will establish and maintain an innovative statewide 21st century information technology application that aids child welfare stakeholders in assuring the safety, permanency, and well-being of children at risk of abuse and neglect."*

The agile approach to software design and development adopted in November 2015 has fundamentally changed how the Child Welfare Services New System (CWS-NS) Project, hereinafter referred to as "Project", will approach its goal of ensuring the safety, permanency and well-being of California's children. Rather than procuring a single monolithic, one-time solution, we will instead develop and integrate a suite of digital services through which we can deliver continually-improving support and assistance, that will aid state and county workers to effectively engage and assist children and families.

## HIGHLIGHTS

On June 19, the Child Welfare Digital Services (CWDS) Intake Digital Service presented at the project's monthly solution demonstration, with new features including a screen view of household relationships, "at a glance" child welfare case and referral history, and cross agency reporting. These new features will dramatically improve the workflow for case workers using the new system. The Intake team recently achieved a major technical milestone with the ability to enter data into the new system and save it in the existing database, viewable by those using the legacy system. This functionality is critical as the new system will use the existing database with a modern infrastructure that will allow for continuous future enhancements. Intake also continues to work with selected pilot counties, or Core Counties, to get feedback from users across the state as developers and product staff get closer to releasing the project's first module available for use beyond Core Counties.

Meanwhile, the Certification, Approval and Licensing Services (CALS) has begun developing software and are preparing for an upcoming release. The Case Management Digital Service has completed its procurement phase and in July will onboard teams to conduct user research and predevelop activities.

CWDS stakeholders can follow the project's weekly progress on the blog site: https://blog.cwds.ca.gov.

## KEY PROJECT MILESTONES

| Milestone | Baseline Finish Date | Actual Finish Date | Status | Notes |
|---|---|---|---|---|
| Release 1 (R1) | Mar 2017 | 03/16/17 | Completed | The project reached a major milestone on 3/16/17 with its first release for testing and technical feasibility to a small subset of county users. The Login and Search functionality was made available to the twelve core county participants. |
| Product Increment 2 (PI-2) | May 2017 | May 2017 | Completed | CWDS continues to conduct feature development planning sessions in 90 day increments. Product Increment 2 time period covers March-May 2017. |
| Procure DevOps 1 - DevOps Services Contract | Jun 2017 | 06/21/17 | Completed | The DevOps 1 vendor will provide DevOps services with the existing CWS-NS DevOps Engineering team to support the ongoing development of the CWS-NS. The Request for Offer (RFO) was released to the Agile Development Pre-Qualified (ADPQ) Vendor Pool on 2/6/17. Evaluations are complete and the contract has been awarded. Planned contract execution is 6/20/17. |
| Procure Case Management Development Contract | Jul 2017 | | In Progress | The Case Management Development services will design and develop solutions for maintaining case records. The RFO was released to the ADPQ Vendor Pool on 2/7/17. Evaluations are complete and the contract has been awarded. Planned contract execution is 7/3/17. |

| Milestone | Baseline Finish Date | Actual Finish Date | Status | Notes |
|---|---|---|---|---|
| Procure Technology Platform 3 Contract | Aug 2017 | - | In Progress | The Technology Platform 3 services will provide design and development services to extend and enhance the CWS-NS application program interface (API) and provide data access services to legacy and new data stores, common business services (e.g., business rules, workflow), and information exchange interfaces to existing digital services. The RFO was released to the ADPQ Vendor Pool on 2/8/17. Offers were received and are being assessed. |
| Product Increment 3 (PI-3) | Aug 2017 | - | In Progress | CWDS continues to conduct feature development planning sessions in 90 day increments. Product Increment 3 time period covers June-August 2017. |
| Procure DevOps 2 - Help Desk Support Contract | Nov 2017 | - | In Development | The Help Desk Support services will develop a new Service Desk support model that provides quicker response times to user problems, with clear procedures for whom to contact when a service is unavailable. The RFO was released to California Multiple Award Schedule (CMAS) vendors on 2/3/17. The RFO was cancelled. The project is making revisions to the scope of work in order to re-release a new RFO. |
| Product Increment 4 (PI-4) | Nov 2017 | - | In Progress | CWDS continues to conduct feature development planning sessions in 90 day increments. Product Increment 4 time period covers September-November 2017. |
| Procure Courts Processing Development Contract | Dec 2017 | - | In Development | The Court Processing digital service will provide state and county staff with software that allows a child welfare professional to generate, complete, submit, and record a submission of the proper legal notice and court report. This information provides the court the status of the children and families served and memorializes the jurisdictional process. The RFO is in development. |
| Procure Front-End Dev Contract | Dec 2017 | - | In Development | The Front-End Dev will provide design and development services to support customer facing digital services. |
| Procure Implementation 2 - Implementation Services Contract | Dec 2017 | - | In Development | The Implementation 2 services will prepare counties and tribes for the rollout of at least two Digital Services (CALS and Case Management). The RFO is in development. |
| Procure Implementation 2 - Organizational Change Management (OCM) Services Contract | Jan 2018 | - | In Development | The OCM Services will assist end users at the state, county, and tribal levels to make the transition from existing legacy to the new CWDS digital service environments. OCM will prepare individuals to successfully adopt and utilize changes to their system functionality and environments. The RFO is in development. |
| Procure Implementation 2 - Training Development Services Contract | Jan 2018 | - | In Development | The Training Development Services will develop the required training materials to successfully train the county, state, and tribal CWS agencies for the transition from the current legacy CWS/CMS to the CWS-NS. The RFO is in development. |
| Procure Technology Platform 4 Contract | Jan 2018 | - | In Development | The Technology Platform 4 will provide design and development to extend and enhance the Child Welfare Services-New System (CWS-NS) Technology Platform and provide data access services to legacy and new data stores, common business services (e.g., business rules, workflow), and information exchange interfaces to customer facing digital services. The RFO is in development. |
| Procure Implementation 2 - Training Delivery Services Contract | Feb 2018 | - | In Development | The Training Delivery Services will provide training to county, State, and Tribal CWS agencies to assist them in making the transition from the current legacy CWS/CMS to the CWS-NS. The required services include providing "Train-the Trainer" (TTT) services which will provide the knowledge necessary for county trainers to deliver training to other end users. The RFO is in development. |

# DIGITAL SERVICE UPDATE

| Digital Service | Progress to Date |
|---|---|
| The **Intake** digital service will provide county Child Welfare Agencies an easy to navigate and efficient way to record and access information regarding child abuse, neglect, exploitation allegations, investigative findings and outcomes. | • Completed functionality to save a simple referral completed in the CWS-NS to populate into CWS/CMS.<br>• Established Household Relationships functionality in CWS-NS and viewing capability in CWS/CMS.<br>• Completed Cross Reporting functionality.<br>• Completed Worker Safety functionality.<br>• Completed "at a glance" view of Child Welfare History for cases and referrals.<br>• Conducted Usability Testing in Santa Cruz.<br>• Presented at the monthly Solution Demonstration. |
| The **Certification, Approval and Licensing Services (CALS)** digital service will provide state and county licensing and approval staff and managers with a simple and efficient tool for facility licensing, certifying and resource family home approval. | • Completed an iteration of Resource Family Application (RFA) design prototypes for constituent feedback. Includes RFA 01A (Resource Family Application), RFA 01B (Resource Family Criminal Records Statement), RFA 01C (Resource Family Application – Confidential)<br>• Created Usability Testing Scripts – To be used by our design team with core constituents in review of RFA 01A form application process.<br>• Business Needs Request for Licensing Information System (LIS) Change – Submitted a change request to introduce a modified date value to LIS fields so that CALS can quickly be notified of changes in data that aid in searching for Facilities.<br>• Secured connectivity to CWS/CMS for Technical Platform Team |
| The **Case Management** digital service will provide county Child Welfare Agencies a comprehensive, automated case management system that fully supports the child welfare practices and incorporates the functional requirements mandated by federal regulations. | • Completed vendor selection for our back end development team<br>• Hired two additional county consultants, estimated date for arrival is July 2017. |
| The **Resource Management** digital service will provide caseworkers a single, integrated database to search for goods or services that have been purchased or contracted out so clients can receive proper assistance in the most efficient and effective manner. | • Pending |
| The **Court Processing** digital service will enable CWDS to exchange data with court systems. | • Pending |
| The **Eligibility** digital service will provide an automated solution to determine Title IV-E eligibility. | • Pending |
| The **Financial Management** digital services will provide an automated solution necessary to ensure accurate and timely financial record and transaction authorization, processing and reconciliation. | • Pending |
| The **Administration** digital service addresses the overall business organizational structure, staff management, and supporting tools, including forms and reports. This service manages state and county staff work and outcome measures that support California's Child Welfare program. Counties administer their own users and roles via a super-user capability. | • Pending |

# TECHNICAL SERVICES UPDATE

| Technical Service | Progress to Date |
|---|---|
| The **Technology Platform** digital service encompasses the delivery of system software, security, cloud-based technical infrastructure, and communications infrastructure to support all CWDS digital services. The application program interface (API) digital service will also establish development, continuous integration, and testing standards for all other digital service teams to follow. | • Continued work and testing on tasks related to saving a referral to the legacy system<br>• Completed providing data necessary to support Intake in providing "History of Involvement" functionality<br>• Provided a new version of security infrastructure that uses a more sophisticated version of security token (Json Web Token)<br>• Delivered software necessary to view relationships in the Intake module.<br>• Provided legacy data to the CALS front-end team via a new API<br>• Implemented a code coverage and static analysis set of tools across the digital service teams |

# STAFFING VACANCY

**Current Vacancy Rate: 17 %**

Current Vacancies: 23 of 137 CWDS positions (includes consultant positions)

| Entity | Classification/Title | Date Vacant | FFD | # of Days Vacant | Efforts / Notes |
|---|---|---|---|---|---|
| OSI-PMO | Staff Information Systems Analyst | 3/5/2017 | TBD | 115 | Recruitment package in review. |
| OSI-DevOps Engineering | Systems Software Specialist II | 04/01/16 | 6/1/17 | 455 | Job announcement will be readvertised. |
| OSI-Legacy Budget and Reporting | Senior Information Systems Specialist | 04/01/16 | TBD | 455 | Reviewing candidates qualifications. |
| OSI-Legacy Application Design | Data Processing Manager I | 06/01/16 | TBD | 394 | Submitted request to reclassify position. Job announcement to be advertised in July. |
| OSI-Legacy Web | Associate Programmer Analyst | 07/25/16 | Until filled | 340 | Verifying candidate eligibility. |
| OSI-Business Services | Office Technician | 9/30/16 | 6/30/17 | 273 | Job announcement was readvertised. |
| OSI-Stakeholder Communications | Staff Information Systems Analyst | 12/01/16 | TBD | 211 | Reviewing minimum qualifications.. |
| OSI-Legacy | Senior Information Systems Analyst | 1/11/17 | TBD | 170 | Job announcement will be posted in July. |
| OSI-Legacy | Data Processing Manager III | 1/17/17 | TBD | 164 | Job announcement has been readvertised. |
| OSI-Legacy | Data Processing Manager IV | 1/30/17 | TBD | 151 | Hiring manager reviewing applications. |
| OSI-Legacy | Career Executive Assignment | 1/9/17 | TBD | 172 | Interviews are being conducted. |
| OSI-Legacy Budget and Reporting | Associate Governmental Program Analyst | 5/10/17 | TBD | 51 | Revising duty statement. |
| OSI-Legacy Testing | Staff Information Systems Analyst | 4/1/17 | TBD | 90 | Reviewing applications. |
| OSI-Legacy Testing | Staff Information Systems Analyst | 3/2/17 | TBD | 120 | Job announcement has been advertised. |
| CDSS-Program/Policy | SSC III | 10/15/16 | TBD | 258 | Project responding to inquiry from Department of Finance (DOF). |
| CDSS-Business Services | Associate Governmental Program Analyst | 11/01/16 | TBD | 241 | Reviewing minimum qualifications. |
| CDSS-CALS | Staff Services Manager II / Performance Analyst | 11/23/16 | TBD | 219 | Project responding to inquiry from DOF. |
| CDSS-Budget/Reporting | Staff Services Manager I | 12/31/16 | TBD | 181 | Developing recruitment package. |
| CDSS-Budget/Reporting | Associate Governmental Program Analyst | 5/11/17 | TBD | 50 | Revising duty statement. |
| CDSS-Business Services | Office Technician | 5/17/17 | TBD | 44 | Checking candidates minimum qualifications. |
| CDSS-Business Services | Office Technician | 05/25/17 | 6/30/17 | 36 | Job announcement has been advertised. |
| CWDA-29 | County Consultant/Social Services-Foster Care/Eligibility | 07/01/16 | Until filled | 301 | No viable candidates from interviews. Continuing recruitment efforts. |

# RISKS

For this reporting period, there is currently one (1) high priority risk to report.

| Risk | Impact | Response Plan |
|---|---|---|
| As a result of the Agile development approach, business flows have been interrupted and require data to be entered into two systems. This interruption promotes the potential for imposing barriers to accessing and recording comprehensive data. | The bifurcation of data entry between CWS-NS and CWS/CMS presents challenges to county processes designed to ensure high practice standards.<br>1. Business documentation critical to child welfare practice must encompass feature sets that reside entirely in one system in order to eliminate the need to modify business processes to accommodate parallel systems.<br>2. Requiring social workers to toggle back and forth and sign on and potentially re-sign on to each system.<br>3. Challenges to data quality as it increases the possibility for data entry errors resulting in data loss and/or incomplete processes.<br>4. User will not be able to access or enter critical information. | Service Managers need to ensure that the MVP includes logical break points that do not split feature sets and allows for a complete process to reside in one system. We recommend we mitigate the risk by doing the following:<br>1. Each feature set is not split and remains intact in one single system.<br>2. Service Managers are to ensure that the MVP includes logical break points that do not split feature sets.<br>3. Providing the functionality within a feature set to allow a social worker to complete an entire workflow within one system to eliminate data integrity concerns.<br>4. Therefore, it is imperative that feature sets are not split and remain intact in one single system.<br>5. Improve feedback from core counties. Short term: using current stakeholder feedback process. Long term: Incorporate feedback through future service desk. |

# ISSUES

For this reporting period, there are currently two (2) high priority issues being tracked and managed on the project.

| Issue | Impact | Next Steps |
|---|---|---|
| Flexible (agile) digital services completion dates may limit or delay the ability of the users to prepare for the new functionality from an OCM, training and implementation readiness perspective | Users may not have adequate time to prepare for or execute OCM, training, and implementation activities. This may result in users delaying the adoption of digital services functionality. This may also increase the number of users needing support within a given timeframe, potentially exceeding the implementation team's ability to provide concurrent support to users while they transition from CWS/CMS to the Intake Digital Service. | CWDS project mitigation options include:<br>1. Estimated dates for delivery of Hotline and Investigations have been established.<br>2. Implementation changes the model of delivering implementation services (contract modification).<br>3. Delay start of implementation services until full Hotline and Investigations functionality has been developed and identified as ready to release to the Orgs.<br>4. Intake Implementation contract terms and conditions are updated to reflect the project's change in strategy. |
| CWS-NS Implementation Advance Planning Document (IAPD) does not describe a Comprehensive Child Welfare Information System (CCWIS) compliant Title IV-E Eligibility determination process. | If the State chooses not to describe or become CCWIS compliant, the CWS-NS project will receive a reduced level of Federal funding as a non-CCWIS project. | The State is taking the following steps with the intent to become CCWIS compliant:<br>1. Formed a state/county workgroup comprised of CWS-NS project team members, Office of Systems (OSI) Consortium Management Unit (CMU), Leader Replacement System (LRS), Consortium IV (C-IV), California Work Opportunity and Responsibility to Kids Information Network (CalWIN), and affected counties.<br>2. A project charter document has been developed which outlines the plan for development and implementation of a single, statewide foster care eligibility determination (FCED) service, to be consumed by all public workers performing foster care eligibility determinations. It was reviewed by key stakeholders, and approved by CWDS, CWDA, and leaders of the consortia operating automated welfare systems.<br>3. The state has engaged the federal Administration for Children, Youth and Families regarding the FCED proposal; this engagement is expected to culminate in a plan that is eligible for federal approval and investment in federal fiscal year 2018. |

# BUDGET/EXPENDITURES

Note: Expenditures may not be all inclusive due to the delay in receiving financial reports from FI$Cal. Financial reports from FI$Cal have not been received for FY 2016/17.

**CWDS FY 2016-17 Projections Summary**
**As of June 26, 2017**

| CWDS FY 2016-17 Summary Comparison of Budget Authority to Expenditures | | | | | | | |
|---|---|---|---|---|---|---|---|
| Budget Item | Budget Authority (A) | Expenditures | | | | Unexpended | |
| | | Total Actual YTD (B) | Projected (C) | Total (D) = (B) + (C) | Utilization Rate (E) = (D)/(A) | Total (F) = (A) - (D) | Utilization Rate (G) = (F)/(A) |
| Staff (Salaries and Benefits) | $ 7,275,117 | $ 4,531,169 | $ 380,567 | $ 4,911,736 | 67.51% | $ 2,363,381 | 32.49% |
| Hardware Purchase | $ - | $ - | $ - | $ - | 0.00% | $ - | 0.00% |
| Software Purchase/License | $ 874,000 | $ 797,060 | $ 291,644 | $ 1,088,704 | 124.57% | $ (214,704) | -24.57% |
| Telecommunications | $ 2,000 | $ 90,095 | $ - | $ 90,095 | 4504.75% | $ (88,095) | -4404.75% |
| Contract Services | $ 27,462,568 | $ 10,271,231 | $ 4,310,246 | $ 14,581,477 | 53.10% | $ 12,881,091 | 46.90% |
| Data Center Services | $ 1,153,516 | $ 368,965 | $ 48,038 | $ 417,003 | 36.15% | $ 736,513 | 63.85% |
| Agency Facilities | $ 3,754,545 | $ 1,224,991 | $ 1,834,083 | $ 3,059,074 | 81.48% | $ 695,471 | 18.52% |
| Other | $ 17,933,121 | $ 2,538,186 | $ 8,564,614 | $ 11,102,800 | 61.91% | $ 6,830,321 | 38.09% |
| Total | $ 58,454,867 | $ 19,821,697 | $ 15,429,192 | $ 35,250,889 | 60.30% | $ 23,203,978 | 39.70% |